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Operations

**16 SOW CRISIS ACTION TEAM DUTIES AND
RESPONSIBILITIES**

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This instruction implements Air Force Policy Directive 10-2, *Readiness*, and establishes the authority, structure, and procedures of the 16th Special Operations Wing (SOW) Crisis Action Team (CAT) during contingencies, accidents, natural disasters, and other situations deemed necessary by the 16 SOW/CC. It supports procedures established by the Joint Chiefs of Staff Crisis Action System. This instruction further addresses the selection and training of the CAT Support Staff (CATSUPS), CAT Director (CAT D), CAT Executive (CAT E) officers, and the CAT Administrative (CAT A) staff. It applies to all 16 SOW agencies. Privacy Act Advisory: Paragraph 3.2 requires a phone number of HQ AFSOC staff duty officers so they may be contacted to perform an essential AF mission. Authority: 10 U.S.C. 8013; 44 U.S.C. 3101; E.O. 9397. The requester will show, and upon request give the affected individual a Privacy Act Statement (PAS) for each form, format, or form letter used to collect personal data before asking for the information. System of record number 011 AF A applies.

SUMMARY OF REVISIONS

Transfers certification authority for this instruction to 16 SOW/CV; provides more detailed CAT procedures; updates lists of CAT members for the Executive, Primary, Secondary, and CAT Supporting Staff (CATSUPS), as well as required tenant unit membership; provides detailed duties and responsibilities for CAT members (both Primary and Secondary); and updates security, briefing, notification, activation/deactivation, and reporting procedures.

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Chapter 1

INTRODUCTION

1.1. Crisis Action Teams (CAT) are formed during contingencies, periods of adverse weather, and other times as directed by the 16 SOW/CC. The purpose of the 16 SOW CAT is to provide the 16 SOW Commander with a single focal point for expedited command and staff actions, decision making, and information dissemination to direct wing forces during a contingency or crisis response, including natural disasters. The procedures also establish a single staff activity to provide the required reporting information to HQ AFSOC.

1.2. The 16 SOW CAT acts as the 16 SOW Commander's executive agent. The CAT is the primary command and staff element. Instructions issued by the 16 SOW CAT through the CAT Executive Staff (CAT E) are directive for all 16 SOW assigned and attached forces (for further guidance, see paragraph 3.2.4).

1.3. The 16 OG/OGV will be the primary operating agency for establishing CAT procedures, training the CAT-As, CAT-Os and CAT-Es, and obtaining support material. Items required for the physical layout of the CAT room, to include budgeting for those items/enhancements, is the responsibility of 16 SOW/CC.

1.4. Subordinate units will provide personnel as directed by the commanders of the respective groups. CAT members will have the CAT as their primary mission when the CAT is activated or when training is performed. CAT operations and training take precedence over all other duties and CAT members will not be assigned other responsibilities during CAT operations or training. Groups will provide a qualified replacement before releasing assigned personnel for TDY or extended leave.

1.5. References. JCS Pub 6, Vol V; AFI 10-207; AFI 32-4010; AFMAN 37-126, AFI 33-113; AFSOCR 55-3 Vol II (S).

Chapter 2

CONCEPT, POLICY AND SECURITY

2.1. Concept. The 16 SOW CAT provides 16 SOW the means to respond quickly and effectively to a variety of wartime, contingency, and disaster related situations. After activation, the CAT assumes staff and oversight responsibilities until conditions permit a return to normal operations. The 16 SOW CAT also serves as the initiating agency for passing Alert Condition (LERTCON) and Hurricane Condition (HURCON) changes to all Hurlburt Field units, including tenants.

2.2. Policy. The CAT's authority and responsibilities are normally restricted to the specific situation for which it is activated. The 16 SOW CAT manages resources to satisfy tasking requirements and collects reporting data tasked by outside agencies. Circumstances influencing the use of the CAT include, but are not limited to: OPLAN implementation, LERTCON changes, disaster response situations, time-sensitive high-priority missions, and force deployments in support of higher headquarters tasking.

2.2.1. The 16 SOW Vice-Commander is responsible to the 16 SOW Commander for operation of the CAT. This responsibility is discharged through the CAT Director (CAT D) and the CAT E. Each CAT D (one on day shift and one on night shift) will normally be a Colonel or Lt Colonel. Each will be appointed by the 16 SOW/CC or CV. The CAT D is normally in the CAT any time the CATSUPS are required. The CAT E will be one of a pool of 16 OG officers, selected by 16 OG/OGV, and trained in CAT E duties. The CAT Admin staff (CAT A) will be admin specialists, selected by 16 OG/CC, and trained in CAT A duties. All CAT Es will possess a minimum of a SECRET clearance and have at least one year retainability on-station when assigned CAT duties.

2.2.2. The 16 OG/CC will normally assign CAT Es and CAT As on a quarterly basis. Personnel on CAT E and CAT A duty will be on stand-by during non-duty hours. These personnel will have a beeper immediately available and be within immediate recall distance of Hurlburt Field.

2.2.3. All 16 SOW Group Commanders, in addition to being members of the Executive CAT, will support the CAT by appointing functional managers for each of the CAT positions identified in [Chapter 3](#). Unit commanders and staff agency chiefs tasked to fill designated CAT positions (primary or secondary) will maintain a pool of trained and qualified personnel sufficient to meet the tasking.

2.2.4. Group commanders and agency chiefs will ensure personnel are trained and proficient in their CAT duties before serving as CAT members. Attachments 1 through 18 of this OI outline specific duties for each primary and secondary CAT position.

2.2.5. Each agency's CAT functional manager will maintain a CAT guidebook for use by that agency's CAT members. The guidebook will contain all information required to function effectively in that CAT position and should be reviewed and updated by the functional manager every six months (June and December). The book should also include specific instructions to access relevant data and programs on the Global Military Command and Control System (GCCS). Additionally, CAT guidebooks must have specific sections for Hurlburt Field Base Deployment Plan 10-403 and Hurlburt Field OPLAN 32-1, including appropriate checklists. These agency-specific checklists should parallel and expand upon those found in the two plans. Guidebooks and CAT kits will be kept in the CAT room. Use the CAT safe or work area security containers to protect classified material. CAT functional managers are responsible for maintaining and properly storing any wall charts their representatives use to present classified or unclassified information to the CAT.

2.2.6. Normally, a door guard is not needed outside the CAT room inside the Command Post (CP). Certain situations (e.g., relocation of the CAT to an alternate unsecured facility) may dictate that guards be posted outside the facility or room where the CAT is assembled. The CAT Sup not in immediate use (normally CAT A) will perform this duty.

2.2.7. The CAT A staff will support the briefing schedule associated with CAT activities and keep boards updated. Additional CAT A personnel, as determined by the CAT E, may be required each shift to perform this duty. CAT A personnel must have at least a SECRET clearance.

2.3. Crisis Action Teams. Normally, when the CAT is formed, the 16 SOW/CC or CV will call the primary CAT into session. However, to address small-scale problems or to execute certain close-hold activities, the 16 SOW/CC may assemble the Executive CAT. The procedures contained in this OI apply to Executive CATs as well as Primary and Secondary CAT activations.

2.4. Authority to Assemble or Activate the Crisis Action Team.

2.4.1. Assembly of the CAT, short of official activation, may be directed at any time by the 16 SOW/CC or CV.

2.4.2. Official CAT activation is initiated:

2.4.2.1. When directed by a higher headquarters.

2.4.2.2. When directed by the 16 SOW Commander or Vice-Commander.

2.4.2.3. Automatically upon receipt of an emergency actions message (EAM) indicating a change in LERTCON.

2.5. Security.

2.5.1. Military and civilian CAT members must possess at least a SECRET clearance. CAT members having direct access to the GCCS must have a TOP SECRET clearance.

2.5.2. The CAT E or designated representative will control access to the CAT room and must check each entrant at the door. Primary members of each organization listed in para. 3-1 will have Area 2 on their Restricted Area Badges. Individuals who have a substantiated need-to-know may be admitted if escorted by a CAT member. After activation, the CAT A, or designated CAT representative will review the CAT ASCAS roster to confirm all members possess the appropriate security clearance.

2.5.3. Security considerations for voice notification procedures included in this OI are intended to reduce the visibility of recalls and LERTCON changes (actual or exercise) on the surrounding community. These procedures are also intended to deny to unauthorized persons, civilian or military, classified or sensitive information.

2.5.4. Per AFSOCR 55-3, Vol II (S), classify instructions and checklists that support readiness condition changes no lower than CONFIDENTIAL. This is required even if checklists contain only internal responses to changes in readiness and do not reference classified LERTCON codes (actual or exercise). Also, include classification and declassification instructions per AFI 31-401.

2.5.5. The CAT functions as a staff office and, as such, is responsible for control of classified materials. The control point is the CAT E. When directed, the CAT A may perform these duties. All classified documents for the CAT, except TOP SECRET (TS), are received and dispatched through the

CAT E. A Top Secret Control Officer (TSCO) or alternate must receive, enter in the TS register, control, and dispatch all TS documents. All CP senior controllers are designated as alternate TSCOs. For message release authority, see paragraph 3.12.1. All CAT members are individually and collectively responsible for security of classified material used in the CAT.

2.5.6. OPSEC and COMSEC. The CAT is also the focal point of operations and communications security. CAT members must restrict their voice communications on non-secure circuits to mission-essential unclassified information. Do not attempt to “talk around” classified information. Use red phones and STU-IIIs to the maximum extent possible. Observe the highest degree of OPSEC and COMSEC awareness and discipline during classified activities, briefings, and discussions.

2.5.6.1. DO NOT use non-secure telephones when classified briefings are being conducted or when classified discussions are taking place. Terminate the classified discussion or briefing until the phone conversation is completed.

2.5.6.2. Turn off all intrabase two way radios, pagers, and other such communications devices before entering the CAT room to preclude disruptions and inadvertent OPSEC violations.

2.5.6.3. Always recheck the physical security of the CAT room prior to conducting subsequent classified briefings.

Chapter 3

CAT OPERATING PROCEDURES

3.1. Executive, Primary, and Secondary CAT and Required Associate Units*. Executive CAT, Primary CAT, Secondary CAT, and Associate Units are as follows:

Table 3.1. CAT Personnel.

EXECUTIVE CAT

Position	OPR
16 SOW/CC	16 SOW/CC
16 SOW/CV	16 SOW/CV
16 OG/CC	16 OG/CC
16 LG/CC	16 LG/CC
16 SPTG/CC	16 SPTG/CC
16 MDG/CC	16 MDG/CC
Command Post	16 SOW/CP
Executive Officer (CAT E)	16 OG/CC/CD
Information Management (CAT A)	16 OG/CC

PRIMARY CAT (Executive CAT plus:)

Director (CAT D)	16 SOW/CV
Logistics (CAT Supplement L)	16 LG/CC/CD
Support (CAT Supplement S)	16 SPTG/CC
Operations (CAT Supplement O)	16 OG/CC
Medical (CAT Supplement M)	16 MDG/CC
Operations Support (CAT OS)	16 OSS/CC
Senior Enlisted Advisor	16 SOW/SEA
Current Operations	16 OSS/DOO
Inspector General	16 SOW/IG
Intelligence	16 OSS/IN *
Weather	16 OSS/DOW *
Transportation	16 TRNS/CC **
Installation Deployment Officer(IDO)	16 LSS/LGLX **

SECONDARY CAT

Safety (CAT SE)	16 SOW/SE
Mission Support	16 MSS/CC
Services	16 SVS/CC
Security Police (CAT SP)	16 SPS/CC
Staff Judge Advocate (CAT J)	16 SOW/JA
Public Affairs (CAT PA)	16 SOW/PA
Civil Engineering (CAT CE)	16 CES/CC
Operations Plans (XP)	16 OSS/DOXP
Mobility Plans (XM)	16 OSS/DOXM
Inspector General (IG)	16 SOW/IG
AFOSI	AFOSI, Det 309

Chaplain
Historian
25th IS
Logistics Support

16 SOW/HC
16 SOW/HO
25 IS/CC
16 LSS/CC

ASSOCIATE UNITS

HQ AFSOC
823d RED HORSE
720 Special Tactics Group
USAF Special Operations School
505th Command and Control Evaluation Group (CCEG)

HQ AFSOC/DS
823 RHCES/CC
720 STG/CC
USAFSOS Commandant
505 CCEG/CC

NOTES:

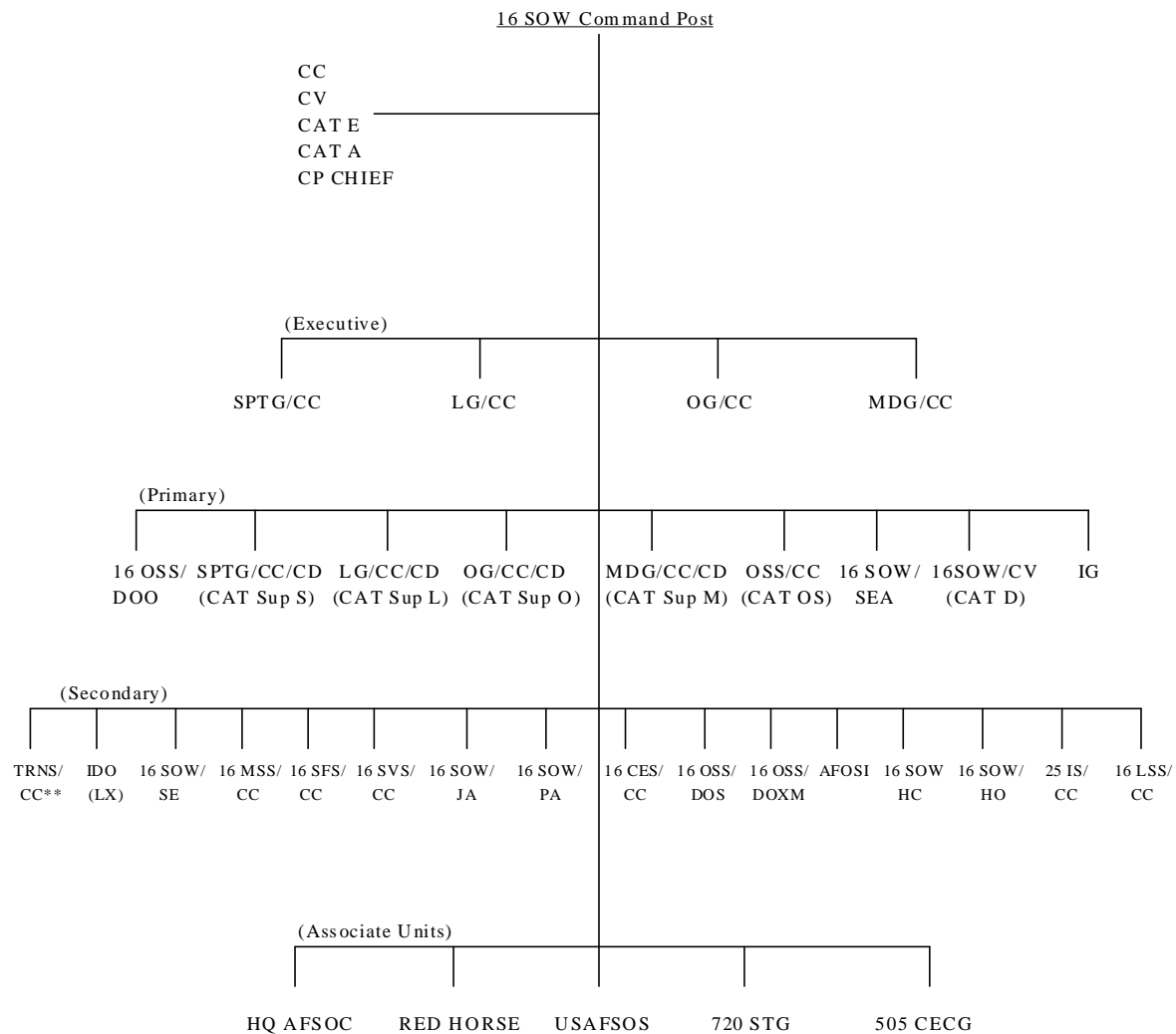
Required briefers for most CATs will be Weather (16 OSS/DOW) and Intelligence (16 OSS/IN) and will be recalled by CP as directed by the 16 SOW/CC/CV or CAT E.

The Transportation/CC and 16 SOW IDO will attend all CATs requiring deployment of personnel or equipment, or as directed by the 16 SOW/CC/CV or CAT E.

Figure 3.1. CAT Recall Diagram.

16 SOW CAT RECALL DIAGRAM

(Use for initial activation or follow-on assembly)



** NOTE: The 16 TRNS/CC and 16 SOW/IDO will attend all CATs requiring deployment of personnel or equipment, or as directed by the 16 SOW/CC/CV or CAT E.

Figure 3.1. 16 SOW CAT Recall Diagram

3.2. CAT Activation Procedures. Anytime the decision is made to activate the CAT, follow the procedures specified in this OI and the CP Quick Response Checklist (QRC). Guidelines for CAT activation or assembly during a disaster response situation are in Hurlburt Plan 32-1.

3.2.1. In most cases, the Command Post will make initial contact with the 16 SOW/CC or CV. If the decision is made to activate the CAT, the CP will run its QRC and execute the recall IAW figure 3.1. Immediately after notifying the 16 SOW/CC and CV, the CP will notify the CAT E, to allow time to set up the CAT. If a Primary CAT member can not be contacted, his/her deputy will be called. Beeper recall is the primary method of contact. All CAT members will carry beepers at all times, even while at their primary duty stations.

3.2.2. Recalled CAT members will assemble in the designated CAT room as soon as possible after notification, or as specified by 16 SOW/CC or CV. Activation is normally accomplished within one hour of the time recall is initiated.

3.2.3. The Command Post will report CAT activation initiated because of a LERTCON change IAW AFSOCR 55-3 Vol II (S). The Command Post will draft and release the CAT activation message and make appropriate initial telephone notification to the AFSOC Command Center.

3.2.4. Upon CAT activation, the CAT E becomes the executive agent for the 16 SOW Commander and is granted the authority necessary to fulfill obligations for which the CAT was convened. Also, each CAT member assumes authority to act on behalf of the Commander or staff agency chief the member represents.

3.2.5. Give the initial CAT briefing as soon as practical after CAT activation. All CAT members who have been notified for recall will attend the initial CAT briefing.

3.2.5.1. Primary or Secondary CAT members will attend the daily CAT briefings and then depart to execute their required duties. When directed by the 16 SOW/CC, the CATSUPS will be activated and will remain in the CAT after the briefing to carry out duties as outlined in para. 3.2.7.

3.2.6. When a CAT is assembled, convened, or activated, all members should presume they are committed for a 12-hour duty period. When 24-hour continuous CAT operation is anticipated, the "A" Team CAT E will designate a "B" Team CAT. Each CAT will normally work 12-hour shifts. Changeover will be at a specified time and will allow a 30-minute overlap to allow time for the changeover briefing and other continuity activities. If the CAT is to remain active for more than 12 hours, each CAT member will develop a continuous roster of personnel to support their position.

3.2.7. CAT Support Staff (CATSUPS).

3.2.7.1. Responsibilities. The CATSUPS will represent CAT members for positive direction and rapid response to crisis situations.

3.2.7.1.1. The CATSUPS members will act as the focal point to collect and disseminate information for each organization assigned to a CAT member. Each CATSUPS member will maintain contact with his organization's commander as required to collect and disseminate pertinent information. In the absence of the primary CAT member, the CATSUPS member will make urgent decisions for their organization. For this reason, the CATSUPS member will be an officer or SNCO.

3.2.7.1.2. The CATSUPS are responsible for their respective Group/CC's CAT handbook which will contain the appropriate and current Oplans for use by their commander. Review of these handbooks will normally occur quarterly.

3.2.7.1.3. Each member will coordinate actions involving other organizations through the CAT D.

3.2.7.1.4. The CAT E will ensure tenant units listed in para. 3.1. are kept notified of pertinent information.

3.2.7.2. Membership. The following organizations will require representation any time the CAT-SUPS is convened:

3.2.7.2.1. CAT D, CAT E, CAT O, CAT L, CAT S, and CAT M. Other organizations will be represented at the direction of the CAT D.

3.2.8. If required, the CAT will direct all Group Commanders to activate their Unit Control Centers (UCCs) through their unit commanders. Unclassified base-wide actions, particularly for disaster operations, will be communicated via LAN from the CAT to all UCCs. For classified information, and for units without LAN, the CAT will pass information via secure telephone or by the use of Battlestaff Information sheets (BSI). Deployment actions will be directed to the UCCs by the Deployment Control Center (DCC).

3.3. Primary Operating Locations. The CAT will normally convene in the CAT room located inside the 16 SOW Command Post.

3.4. Alternate Operating Location. Certain events such as fire, bomb threat, and natural disaster may force the evacuation of the Command Post. If the CAT must be convened, or already is convened, it will assemble either in the 55th SOS Offices (primary) or at the 16 Operations Group headquarters building. In a Category 3 or greater hurricane, or during other disaster situations, the 16 SOW/CC or CV may decide to evacuate the Primary or Secondary CAT from the Hurlburt Field area. If practical, the CAT E should time the CAT evacuation order to take advantage of any available organic airlift departing due to the same evacuation order.

3.5. Initial Briefing and Actions:

3.5.1. Upon CAT E arrival, the Command Post senior controller will brief the CAT E with all information pertinent to the situation. Because of time factors associated with readiness actions, the CAT's primary consideration after a LERTCON change must be the completion of appropriate checklists. The CAT E will brief pertinent information to the assembled CAT during the initial situation briefing. Use the following agenda to prepare CAT members to react to the situation:

3.5.1.1. Security review, time hack, and roll call (CAT E).

3.5.1.2. Situation review, to include required missions (CAT O).

3.5.1.3. Intelligence and weather summaries.

3.5.1.4. Combat Forces Required (CAT O/L).

3.5.1.5. Aircraft Status (CAT L).

3.5.1.6. Concept of Operations, including time line and Limiting Factors (CAT E).

3.5.1.6.1. Applicable OPLANS (CAT XP).

3.5.1.7. Essential Elements of Friendly Information (Intel).

3.5.1.8. Force Protection, including personnel and equipment (CAT E).

3.5.1.9. Garrison Operations (CAT S).

3.5.1.10. OPSEC, including security arrangements at affected locations on base (such as operations squadrons)(CAT E).

3.5.1.11. Time and location for the follow-on briefing, depending on the complexity of the situation. (CAT D).

3.5.1.12. Determine the need to recall Secondary CAT members or associate unit representatives (16 SOW/CC).

3.5.2. Release CAT members, as soon as possible, to accomplish any required initial actions and to begin preparations for the follow-on briefing.

3.6. Follow-On Briefing and Actions. All recalled CAT members, including those from the Secondary CAT, should be present for this briefing, which should be chaired by the 16 SOW/CC or CV. The time interval between the initial and follow-on briefings is determined by the 16 SOW/CC. This briefing should follow the same basic format as the staff or changeover briefings (paragraph 3.7.), but may be tailored as necessary to fulfill specific requirements. The CAT E briefing slides for initial and follow-on CAT briefings will be kept on file in the CAT Library. Use the following briefing guide as published, or tailor as necessary to construct the follow-on, daily summary, or changeover briefings. The OPR listed will deliver information for the briefings to the CAT E, using PowerPoint slides on disk, *NLT one hour prior* to briefing time.

3.7. Daily Summary and Changeover Briefings: In instances where the 16 SOW Commander and staff are not fully aware of events and actions taking place during a contingency, the CAT E may prepare and present a periodic summary briefing. These briefings will be as directed by the CAT D. The CAT E of the team going off-duty will present a changeover briefing to the on-coming team.

3.7.1. Present situation:

3.7.1.1. Summarize present situation (CAT E).

3.7.1.1.1. Classification.

3.7.1.2. Sequence of events (CAT E).

3.7.1.2.1. CAT formed at _____ (include LERTCON or HURCON status as appropriate). NOTE: LERTCON information is usually SECRET, and must be treated as such even in exercise conditions (CAT E).

3.7.1.2.2. Key staff and CAT members identification.

3.7.1.3. Intelligence briefing for planned areas of operation.

3.7.1.4. Weather.

3.7.1.5. Brief summary of applicable OPLANs and CONPLANS (CAT O/L).

3.7.2. Status of forces:

3.7.2.1. Identify logistics requirements to support contingencies (CAT L).

3.7.2.2. Brief status of aircraft and equipment (CAT L).

3.7.2.3. Brief status of aircrews (CAT O).

3.7.2.4. Brief status of other personnel/units committed to mobility (CAT L).

3.7.3. Suspense requirements (CAT E). Brief completion of Emergency Action (EA) checklist requirements or give estimates of attainment as applicable. Identify actions required to complete readiness action checklist. Brief suspense requirements to support the planned contingency operations.

3.7.4. Significant problem areas (CAT E). Brief any items which have an impact on the ability of 16 SOW to successfully accomplish the mission.

3.7.5. Anticipated activity (CAT E). Give a brief summary of the anticipated future course of action.

3.7.6. Latest BSI number, as applicable.

3.8. Intelligence. The 16 OSS/IN will:

3.8.1. Provide intelligence staff expertise to the 16 SOW/CC.

3.8.2. Assist in the preparation of the follow-on, daily summary, and changeover briefings.

3.8.3. Prepare an initial intelligence briefing on the current situation and present it at the follow-on briefing.

3.8.4. Brief significant intelligence items of immediate interest to the CAT as they occur.

3.8.5. Determine additional intelligence support required for the real-world or exercise situation, and contact the appropriate agencies.

3.8.6. Ensure appropriate intelligence information is disseminated to affected subordinate units.

3.9. Communications.

3.9.1. The CAT E/A will use Battlestaff Information (BSI)/COMMGRAMS and the LAN as the primary means of unclassified communication with units. Classified information will not be transmitted via the LAN. The CAT A will maintain a list of units with their LAN capability. For classified information, or for units without LAN, the CAT E/A will pass information via STU-III secure phone, Classified courier or any other means of secure communication available.

3.9.2. The CAT will disseminate all required information and tasking to the Group Commanders until the UCCs are activated, and then pass all information through the UCC. For deployments, the DCC will be the focal point for disseminating information pertaining to mobility matters, i.e. schedules of events (SOE), cargo movements, etc. Units will take their direction from the DCC. All actions directed by the DCC will be relayed to and coordinated with the CAT. The UCCs will be responsible for forwarding information received from the CAT, DCC, or Survival Recovery Center to their unit leadership.

3.9.3. In situations for which the Survival Recovery Center (SRC) is activated, the CAT will pass all information to the SRC, who will in turn pass it to the UCCs. When a situation exists in which there is an on-scene commander, the CAT will use the Disaster Control Group frequency for situation updates and to coordinate needed support.

3.9.4. In the event of a LAN failure, telephone or radio will be the alternate means of communication.

3.9.5. The CAT E will maintain a listening watch on aircraft movements via the UHF/VHF receiver in the CAT room.

3.10. LERTCON Change Notification Procedures.

3.10.1. In almost all situations, SOCOM will transmit a change in command LERTCON status, through HQ AFSOC, to the 16 SOW via Emergency Action Message (EAM). The Command Post will immediately notify the 16 SOW/CC or CV of the receipt of an actual or exercise EAM. Exception: Command Post-only exercises will be kept solely within the Command Post. If secure voice is available, specific information contained in the EAM may be passed directly to the 16 SOW commander. The fact that a change in a LERTCON has occurred is classified and cannot be passed via non-secure means. If secure voice is not available, use the following voice format: "This is (name), Hurlburt Command Post. We have received an urgent message that requires your immediate attention." Additionally, the Command Post controller will specifically advise the CAT E that the CAT recall is being initiated. The CAT E will pass the LERTCON change to the CAT members who will run their respective checklists, if applicable, and instruct agency work centers, via secure means, to complete their corresponding checklists. The Command Post will not release the EAM in its original format. The controllers must convert the EAM to an emergency action summary (EAS) prior to release to the CAT and other personnel.

3.10.2. When it becomes necessary to advise all other 16 SOW personnel of the LERTCON change, the following applies:

3.10.2.1. Use the 16 SOW CAT Recall Diagram (figure 3.1) to disseminate changes in LERTCON status. The CP will notify CAT members and instruct them to notify agency work centers via secure voice or in person, and to run checklists. The 16 SOW/CCE is responsible for ensuring 16 SOW staff agencies not listed in figure 3.1 are notified. CAUTION: ANY CHANGE IN LERTCON (EXERCISE OR ACTUAL) IS CLASSIFIED, AND MAY ONLY BE PASSED BY SECURE MEANS. Each squadron/staff agency will in turn notify personnel of the LERTCON change.

3.10.2.2. When the readiness action steps are completed, each UCC will report attainment or attainment progress via secure means to the CAT. Use the following voice format: "Reference (DTG from notification message). All actions for (UCC) completed at (DTG)." Report problems and delays (current or projected) in the same way. (The attainment progress report is classified and cannot be passed over a non-secure telephone). The Command Post will prepare and forward attainment and attainment progress reports, when directed by the 16 SOW/CC or CV.

3.11. Readiness Action Procedures (RAP) Checklist:

3.11.1. CAT functional managers will develop and maintain agency RAP checklists which reflect and support 16 SOW readiness actions. Managers may include a set of instructions to assist staff agency personnel in the completion of internal actions.

3.11.2. The 16 SOW/CP will review 16 SOW RAP tables and agency RAP checklists annually to ensure agency checklists reflect all applicable headquarters readiness actions. CAT functional managers will coordinate their list of applicable readiness actions and instructions with 16 SOW/CP prior to publication. Review the lists and instructions semi-annually (June and December) during the CAT functional manager review of this OI.

3.11.3. Maintain one copy of each CAT functional area checklist in:

3.11.3.1. The respective CAT guidebook.

3.11.3.2. The staff office which provides direct staff support to a CAT member. This will allow agency offices to effectively assist their respective CAT member in completing all required actions.

3.11.4. AFSOCR 55-3 Vol II (S) contains the basic guidance for preparation of RAP checklists.

3.12. Message Preparation and Routing. Prepare all outgoing CAT messages IAW AFP 102-2, United States Message Text Format (USMTF).

3.12.1. The 16 SOW/CC/CV is the releasing authority for all outgoing messages generated by the CAT, except as specified in paragraph 3.12.2. Any agency taking actions prior to CAT activation will brief the CAT E on the actions taken, and provide the CAT E at least one copy of all correspondence generated (incoming and outgoing).

3.12.2. The Command Post will draft, and the senior operations controller will release, all EAS traffic to subordinate units. The Cat E will normally draft CAT deactivation messages, as appropriate. The CP may draft and send CAT activation messages and all attainment reports when directed by the CAT E.

3.13. Message Files. Incoming and outgoing messages must be carefully managed to be certain all necessary taskings are acknowledged and processed, and to ensure precise guidance is properly relayed to affected units. For simplicity and to assure continuity, the CAT E/A will maintain a CAT master message file. This file will consist of two folders--one for all incoming and another for all outgoing messages. (Exception: maintain TS documents separately--see paragraph 2.5.5.) Each folder will also contain a log of all messages in that folder. The CAT A will build and maintain, and the CAT E will monitor the file. This file is the single repository for record traffic of the activities of the CAT. The CAT A will file a copy of all documents in the master file in each functional manager's guidebook. During a ORI, a duplicate file will be maintained for the IG representative.

3.14. CAT Release or Deactivation. The 16 SOW/CV may release CAT members whose continued presence is not required after the follow-on briefing. Such persons will notify their counterparts on the changeover team before reverting to telephone standby status. The CV may place the entire CAT on telephone standby after all immediate actions required of the CAT are completed. This does not mean the CAT is deactivated. In this situation, all CAT members who were initially assembled (primary CAT, secondary CAT, and associate unit representatives) will remain immediately available by telephone, radio or pager. All members will remain able to respond in the very least amount of time. The CP will monitor the location of CAT members and recall them as required. The 16 SOW/CC or CV will deactivate the CAT when satisfied that all directed taskings and appropriate responses have been satisfied. Upon deactivation, the CAT E will accomplish the following actions:

3.14.1. Send CAT deactivation message at the request of the 16 SOW/CV through the CP.

3.14.2. Notify all UCCs the 16 SOW CAT is deactivated.

3.14.3. Prepare a final summary briefing for the 16 SOW Commander, if requested.

3.14.4. Account for, store, or properly destroy, all classified material contained in the CAT master message files (see [Attachment 1](#), paragraph 1.2.28.). Functional area CAT members ensure all classified or obsolete materials in their guidebooks are destroyed or stored as applicable.

3.14.5. Dispose of CAT master message files and log in accordance with AFI 37-138. Retain other CAT materials, as required.

3.15. Spot Critique. CAT procedures are refined through regular practice and evaluation. CAT members should document deficiencies and problems in the CAT system. Submit these inadequacies to 16 OG/OGV, who has the authority to distribute them to units for corrective action. Final implementation authority rests the 16 SOW/CV. Changes will be included in this publication. Each functional manager will ensure guide books and CAT kits for their staff agency are kept updated in a similar manner.

RICHARD L. COMER, Colonel, USAF
Commander

Attachment 1**CAT DIRECTOR (CAT D)**

A1.1. General. The 16 SOW/CV is responsible to the 16 SOW/CC for discharging the functions of the Crisis Action Team (CAT). This responsibility is accomplished through the CAT Director (D). The 16 SOW/CV is the primary CAT D. Due to 24 hr operations in the CAT, additional CAT D's are identified from a pool of 16 SOW officers in the grades of Lt Colonel or Colonel. The CAT D attends all CAT meetings (Executive, Primary, and Secondary).

A1.2. Duties and Responsibilities. The CAT D is responsible to the 16 SOW/CC and provides oversight of the CAT ensuring proper response to emergency requirements. The CAT D carries the authority of the Wing Commander to make decisions necessary to carry out the commander's intent during CAT operations. The principle responsibilities of the CAT D are:

A1.2.1. Monitor completion of required CAT Sup tasks (tasks outlined in attachments 2-17 of this instruction). Ensure proper CAT Sup manning. Provide recommendations to 16 SOW/CC for CAT manning.

A1.2.2. Ensure the 16 SOW leadership is notified of changes in LERTCONs and readiness status. (this function is executed by the 16 SOW/CP with CAT E oversight)

A1.2.3. Ensure proper communications links are established (by the CAT E) between the CAT and appropriate 16 SOW agencies. Ensure communication links between the CAT and Survival Recovery Center (SRC) are established by CAT E when required (Natural disasters, Major accident responses, etc.).

A1.2.4. Ensure availability (In CAT) of required documents.(i.e., SORTS, LIMFACS, DOC statements and simulation requests)

A1.2.5. Monitor crisis events, identify adverse trends (delays, shortfall, etc.) and advise the 16 SOW/CC of such.

A1.2.6. Review briefings intended for 16 SOW/CC and staff agencies. Ensure proper classifications and content.

A1.2.7. Provide a CAT D shift report to the 16 SOW/CC. This report can also be used as the basis for the one-on-one CAT D changeover brief.

A1.2.8. Control attendance at CAT briefings.

Attachment 2**EXECUTIVE OFFICER (CAT E)**

A2.1. General. The 16 SOW/CC has designated the 16 OG/CC as the executive staff agent for CAT functions. As such, the CAT Executive Officer (CAT E) position will be filled from a pool of officers from the 16 OG. The CAT E maintains representation on the Primary CAT.

A2.2. Duties and Responsibilities. The CAT E is responsible to the Commander and provides management to ensure proper response to emergency requirements. The principal responsibilities of the CAT E are:

A2.2.1. Ensure the 16 SOW Commander and appropriate staff agencies are notified of changes in LERTCONs and Readiness Conditions. The 16 SOW Command Post normally executes this function.

A2.2.2. Monitor and assure expeditious attainment of Readiness Conditions. Ensure timely completion of disaster action checklists contained in Hurlburt Field Plan 32-1.

A2.2.3. Prepare and present briefings to the commander and staff as required, or support specialized briefings by other agencies as necessary.

A2.2.4. Ensure continuing CAT tasks are accomplished. Ensure proper one-on-one CATSUP changeover briefings are completed upon shift change.

A2.2.5. Coordinate actions of the CATSUPS through the use of appropriate checklists.

A2.2.6. Direct actions of the CAT As.

A2.2.7. Prepare CAT agendas, obtain information, and notify briefers of requirements.

A2.2.8. Monitor crisis events, identify adverse trends (delays, shortfalls, etc.), and advise the CAT of need for involvement.

A2.2.9. Review checklists of higher LERTCONs in anticipation of expediting the actions required for elevated Readiness Condition attainment.

A2.2.10. Satisfy operational reporting requirements.

A2.2.11. Through Command Post, advise CAT of C-Rating of affected units as required.

A2.2.12. Train and schedule officers designated by 16 OG/CC as CAT E to ensure equitable distribution and scheduling.

A2.2.13. Ensure each CAT E is properly prepared to perform CAT E duties.

A2.2.14. Maintain, in the CAT, a current CAT E telephone standby roster and provide one copy to the Command Post.

A2.2.15. Develop and keep a current CAT E guidebook, including supporting checklists. The guidebook should contain a current copy of Hurlburt Field Base Deployment Plan 10-403 and Hurlburt Field OPLAN 32-1 to enable the CAT E to monitor the overall progress during LERTCON and HURCON changes.

A2.2.16. Ensure access to the CAT room is strictly controlled prior to starting the classified portion of any CAT proceeding. Personnel having access to the CAT must have at least a SECRET clearance (as verified by the unit security officer or ACAS roster) or higher if dictated by the contingency requiring CAT activation.

A2.2.17. Prepare the follow-on, daily summary, and changeover briefings.

A2.2.18. Monitor and track suspense requirements. Notify 16 SOW/CC or CV when an item is completed or if follow-on action becomes necessary.

A2.2.19. Screen incoming communications. If CAT action is required, task the appropriate agency, establish a suspense time, and advise the 16 SOW/CV.

A2.2.20. Review outgoing communications for proper classification, addressees, and format. Review contents of communications with the 16 SOW/CV. Ensure all outgoing message traffic (AUTODIN and WIN) is in USMTF. Only the 16 SOW/CC or CV may release TOP SECRET messages. Upon deactivation, draft CAT deactivation message for 16 SOW/CV release.

A2.2.21. Ensure decisions and directives passed by telephone are confirmed by hard copy when required.

A2.2.22. Control access to the CAT safe.

A2.2.23. Ensure all administrative functions are properly managed during CAT operations.

A2.2.24. Coordinate with the CAT A for necessary administrative materials.

A2.2.25. Manage door guard responsibilities IAW para 2.2.6.

A2.2.26. Maintain a chronological log of major CAT actions, significant events and decisions so as to provide continuity and to provide a historical account.

A2.2.27. Assist the CAT A in ensuring the CAT master message files and logs are maintained and kept current.

A2.2.28. With the CAT A, account for and store all classified material contained in the master message file. Properly destroy all classified material when no longer needed. Control other classified material as outlined in paragraph 2.5.5.

A2.2.29. Identify hardware requirements/shortfalls to 16 CPTS/CC.

A2.2.30. Post appropriate slides/information in poster format on CAT room walls IAW Atch 18.

Attachment 3**SUPPORT (CAT S)**

A3.1. General. This attachment describes the support activities performed by the Support Group representative (CAT S). The CAT S position will be filled by the 16 SPTG/CC or a designated representative. Each unit within the 16th Support Group will establish internal procedures for providing support to the CAT S.

A3.2. Duties and Responsibilities.

A3.2.1. The CAT S functional manager will:

A3.2.1.1. Develop a CAT S Readiness Action checklist to ensure staff agency ability to support 16 SOW readiness posture. Construct disaster action checklists as required by Hurlburt Field Plan 32-1.

A3.2.1.2. Develop and maintain a current CAT S kit containing necessary documents and regulations to support all base support actions by the CAT S.

A3.2.1.3. Develop and maintain a current SPTG pyramid notification roster and provide one copy to the Command Post.

A3.2.1.4. Maintain a current CAT S telephone standby roster and provide a copy to the Command Post.

A3.2.2. The CAT S will:

A3.2.2.1. Ensure the CAT S notification plan is completed when initiated.

A3.2.2.2. Review the plans and files pertinent to 16 SOW CAT operations.

A3.2.2.3. Provide necessary briefings and support information to the CAT.

A3.2.2.4. Advise the SPTG staff of required or anticipated actions in the functional areas.

A3.2.2.5. Maintain a chronological log of all CAT S actions.

A3.2.2.6. Complete prescribed actions in the CAT S checklists.

A3.2.2.7. Serve as the CAT focal point on casualty matters.

A3.2.2.8. Ensure activation of the Survival Recovery Center (SRC) or Disaster Control Group (DCG) when disaster response actions are required.

A3.2.2.9. Ensure communication link between CSS and CAT is operational.

A3.2.2.10. Advise the CAT on all matters concerning personnel resource management. This will include providing authorized and assigned manning figures.

A3.2.2.11. Prepare Personnel Strength Accounting and Reporting for all deployed 16 SOW personnel and advise the CAT on related problems and issues.

A3.2.2.12. Provide Personnel Data Systems (PDS) support to the CAT when required.

A3.2.2.13. Recommend operating hours of base support agencies to the CAT.

A3.2.2.14. Ensure actions of Hurlburt Field OPLAN 32-1 are completed as required.

A3.2.2.15. Act as focal point for all base security measures.

A3.2.2.16. Act as primary focal point for notifying and ensuring compliance of required procedures for tenant service units such as AAFES, Commissary, Bank, Credit Union, etc.

Attachment 4**LOGISTICS (CAT L)**

A4.1. General. This attachment describes the support activities performed by the Logistics representative (CAT L) when serving as a AFSOC CAT member. The CAT L position will be filled by the 16 LG/CC or designated representative. Each unit within the Logistics Group will establish internal procedures for providing personnel and organizational support to the CAT L.

A4.2. Duties and Responsibilities.

A4.2.1. The CAT L functional manager (LG/CC) will:

A4.2.1.1. Develop an LG checklist to assure capability to support 16 SOW readiness. Construct disaster action checklists as required by Hurlburt Field Plan 32-1.

A4.2.1.2. Develop and maintain a CAT L kit containing documents and materials needed to support initial actions by the CAT L.

A4.2.1.3. Maintain a current CAT L telephone standby roster and provide a copy to the Command Post.

A4.2.1.4. Develop and maintain a current LG pyramid notification roster and provide one copy to the Command Post.

A4.2.2. The CAT L will:

A4.2.2.1. Ensure completion of LG readiness action and disaster response checklists as required.

A4.2.2.2. Support the 16 SOW/CC and CAT E in all logistics matters.

A4.2.2.3. Review the plans and files pertinent to 16 SOW CAT operations.

A4.2.2.4. Provide necessary briefings and resource information to the CAT E.

A4.2.2.5. Brief the senior logistics representative on duty of CAT L actions.

A4.2.2.6. Advise LG personnel of required or anticipated actions in their functional areas.

A4.2.2.7. Maintain a chronological log of all CAT L actions

A4.2.2.8. Complete prescribed actions in the CAT L checklists.

A4.2.2.9. Ensure supply actions are expedited to place aircraft in a mission ready condition.

A4.2.2.10. Ensure 16th Supply expedites RSP and BLSS critical shortfalls which are affecting mission readiness.

A4.2.2.11. Ensure sufficient fuel reserves are on hand for actual and anticipated mission requirements.

A4.2.2.12. Ensure critical vehicles are available for stated crisis response.

A4.2.2.13. Ensure cargo and passenger marshaling and loading is executed on time by the Transportation Control Center (TCC).

A4.3. Maintenance Operations Coordination Center (MOCC). The major responsibilities of the MOCC in support of the CAT will be to:

A4.3.1. Monitor aircraft status to provide the CAT with the most current information available for planning and controlling resources.

Attachment 5**OPERATIONS (CAT O)**

A5.1. General. This attachment outlines the support provided by the operations representative to the CAT and prescribes major CAT O duties. The CAT O will be the 16 OG/CC or a designated representative. Each unit within the Operations Group will establish internal procedures for providing support to the CAT O.

A5.2. Duties and Responsibilities.

A5.2.1. The CAT O functional manager (16 OG/CC) will:

A5.2.1.1. Develop an OG readiness action checklist to assure unit capability to support 16 SOW readiness. Construct disaster action checklists as required by Hurlburt Field Plan 32-1.

A5.2.1.2. Maintain a current OG pyramid notification roster and provide the Command Post one copy.

A5.2.1.3. Maintain a current CAT O telephone standby roster and provide a copy to the Command Post.

A5.2.1.4. Develop and keep current guidebooks for the CAT O to include any supporting checklists.

A5.2.2. The CAT O will:

A5.2.2.1. Provide operations staff expertise to the 16 SOW/CC and CAT E.

A5.2.2.2. Maintain a chronological log of CAT O activities in order to provide continuity and history.

A5.2.2.3. Assist in determining the capability of 16 SOW forces to meet the exercise, contingency, and emergency commitments specified in the situation and intelligence briefings.

A5.2.2.4. Ensure that the CAT is updated on Air Force Reserve activation status.

A5.2.2.5. Assist in preparation and transmission of mission directives applicable to the operation.

A5.2.2.6. Determine the most efficient and effective aircraft mix, flow schedule, route structures, staging concepts and suitable airfields.

A5.2.2.7. Determine the impact of the exercise or contingency on operations.

A5.2.2.8. Determine priority for slippage of missions currently committed, if applicable.

A5.2.2.9. Advise the CAT of previously scheduled missions which must be delayed or canceled and transmit appropriate messages to users, if applicable.

A5.2.2.10. In conjunction with other members of the Operations Staff, advise the CAT if a stand-down of missions, or recall or diversion of 16 SOW aircraft currently en route, is required.

A5.2.2.11. Assure completion of the OG readiness actions when required.

Attachment 6**MEDICAL (CAT M)**

A6.1. General. This attachment outlines the support provided by the 16th Medical Group to the CAT and prescribes the major duties performed by the 16 MDG representative (CAT M). The 16 MDG provides resources to the CAT to assist the 16 SOW/CC in matters relating to combat casualty medical support, medical intelligence, contingency aeromedical evacuation planning, medical resource capabilities and availability, and overall medical mission support management. The CAT M position will be filled by the 16 MDG/CC or a designated representative. Each unit within the Medical Group will establish internal procedures for providing personnel and organizational support to the CAT M.

A6.2. Duties and Responsibilities.**A6.2.1. The 16 MDG/CC will:**

A6.2.1.1. Advise the 16 SOW/CC and other CAT members on all medical service support policies and procedures.

A6.2.1.2. Develop an MDG Readiness Action checklist to ensure special staff ability to support 16 SOW readiness posture.

A6.2.1.3. Develop and maintain a CAT M kit containing necessary reference documents and regulations to support medical actions by the CAT M.

A6.2.1.4. Develop and maintain a current MDG pyramid notification roster and provide a copy to the Command Post.

A6.2.1.5. Maintain a current CAT M telephone standby roster and provide a copy to the Command Post.

A6.2.1.6. Ensure procedures and capabilities are in place for the rapid recall of personnel to support CAT M requirements.

A6.2.2. The CAT M will:

A6.2.2.1. Support the 16 SOW/CC and CAT E in all medical support matters.

A6.2.2.2. Review all OPLANs, OPORDs, alert, warning, or execution orders, and tasking messages pertaining to the contingency operation in progress.

A6.2.2.3. Obtain appropriate medical intelligence and briefing material to support the CAT E.

A6.2.2.4. Provide necessary briefings and medical information to the CAT E.

A6.2.2.5. Maintain a chronological log of all actions taken and correspondence initiated and received while performing CAT M duties.

A6.2.2.6. Ensure prescribed actions in the CAT M readiness action and disaster checklists are completed.

Attachment 7**COMMAND POST (CAT CP)**

A7.1. General. The Command Post Chief will provide the 16 SOW/CC with information on the movement and status of 16 SOW forces during the entire crisis/emergency response.

A7.2. Duties and Responsibilities. The CAT CP will:

A7.2.1. After activation, monitor the location of all members on the currently active CAT and recall them as required. The Command Post will make initial notifications and, if requested, will monitor the locations of personnel after duty hours.

A7.2.2. Ensure completion of CP readiness action and disaster response checklists as required.

A7.2.3. Monitor aircraft movement reporting so as to provide the CAT with the most current information available for planning and controlling resources.

A7.2.4. Provide access to the CP and ensure restricted area badges and escorts are checked. The CAT A will give a list of CAT members and CATSUPS to the CP controller to assist in this effort.

A7.2.5. Provide manpower to sign personnel into CP, using the ASCAS roster to confirm security clearances.

A7.2.6. For IG visits, obtain a list of inspectors and security clearances. Maintain this list at CP door to clear IG personnel into CP and the CAT.

A7.2.7. Provide SORTS data to CAT E as required.

A7.2.8. Due to the immediate audiovisual requirements of the CAT, monitor the daily status of CAT hardware.

Attachment 8**INFORMATION MANAGEMENT (CAT A)**

A8.1. General. This attachment outlines the support provided by the Information Management representative to the CAT, and prescribes the major CAT A duties. Units from the 16 OG will provide information management support to the CAT during exercises, emergencies, and wartime operations.

A8.2. Duties and Responsibilities.

A8.2.1. The CAT A functional manager (16 OG/CC) will:

A8.2.1.1. Coordinate with 16 OG units to provide information management support for the CAT.

A8.2.1.2. Maintain a list of all 16 OG military information management personnel, SSgt and below, who are eligible for CAT A duty. From this list, publish a roster of qualified individuals. Maintain a copy of this roster in the CAT E guidebook. Ensure all assigned personnel possess a SECRET security clearance and an AF Form 1199B, Restricted Area Badge, with access to Command Post, open area 2.

A8.2.2. The 16 OG Information Manager will:

A8.2.2.1. Ensure all CAT A representatives are qualified to operate the appropriate computer equipment and programs that support the CAT. Ensure these personnel are thoroughly familiar with the proper handling of all incoming and outgoing messages for the CAT in accordance with the instructions contained in the CAT A continuity book.

A8.2.2.2. Develop and keep current a CAT A continuity book, to include any supporting checklists.

A8.2.2.3. Ensure all CAT A representatives are qualified in the GCCS, to include logging on, entering a teleconference, printing teleconference messages, and sending messages to a teleconference. Coordinate with the 16 SOW Command Post for the training.

A8.2.2.4. Ensure all CAT A representatives are trained in Power Point and Microsoft Word to prepare CAT briefing slides.

A8.2.3. The CAT A will:

A8.2.3.1. Maintain a CAT A kit which contains the necessary information management support items.

A8.2.3.2. Upon notification, report immediately to the CAT E in the designated CAT room, and set up operations under CAT E direction.

A8.2.3.3. Coordinate with the CAT E to ensure proper management of the information management functions during CAT activities.

A8.2.3.4. Provide the CAT E with the necessary information management supplies for the CAT room (e.g., stapler, classified waste bags, message files, two-hole punch, etc.).

A8.2.3.5. Prepare messages as required by the CAT E. Messages to be sent through GCCS will be prepared off-line and sent via the GCCS file transfer system.

A8.2.3.6. When directed by the CAT E, schedule other CAT As (selected in consecutive order from the CAT A Alert Roster) for duty during follow-on shifts. CAT A representatives will operate on a 12-hour shift, with the on-duty CAT A spending an additional half hour to brief the on-coming CAT A (overlap mandatory to ensure continuity).

A8.2.3.7. When directed by the CAT E, recall additional CAT A personnel to provide supplemental information management support for the CAT. The next CAT A on the roster (not specifically scheduled for a shift) is subject to immediate recall.

A8.2.3.8. Establish and maintain a log showing the disposition of all incoming and outgoing CAT documents, including GCCS products, which have been received or processed by the CAT A.

A8.2.3.9. Maintain the CAT master message files and logs. Ensure disposition of CAT administrative files IAW AFI 11-2002 during the time the CAT is active and after it deactivates.

A8.2.3.10. Monitor the GCCS teleconference as directed by the CAT E to print applicable messages for the CAT and send replies as required.

A8.2.3.11. Prepare COMMGRAMS and other correspondence required to support the CAT Es.

A8.2.3.12. Maintain security and positive control of classified correspondence and materials to include prevention of proliferation of classified material.

A8.2.3.13. Disseminate information using runner, facsimiles, LAN, and other means as required.

A8.2.3.14. Act as primary telephone call reception and route to CAT members as necessary.

A8.2.3.15. Assist CAT E in slide preparation and presentation.

A8.2.3.16. Perform other functions as directed by the CAT E.

Attachment 9**OPERATIONS SUPPORT (CAT OS)**

A9.1. General. The 16 OSS/CC will provide the 16 SOW/CC with information and guidance on operational support matters which affect the deployment and employment of 16 SOW forces.

A9.2. Duties and Responsibilities.

A9.2.1. The CAT OS functional manager (16 OSS/CC) will:

A9.2.1.1. Maintain a current OSS pyramid notification roster and provide the Command Post one copy.

A9.2.1.2. Maintain a current (CAT OS) telephone standby roster and provide a copy to the Command Post.

A9.2.1.3. Ensure each representative is properly prepared to perform CAT OS duties.

A9.2.1.4. Develop and keep current readiness action checklists to ensure staff agency capability to support 16 SOW readiness. Construct disaster response checklists as required by Hurlburt Field Plan 32-1.

A9.2.2. The CAT OS will:

A9.2.2.1. Ensure completion of OSS readiness action and disaster response checklists as required.

A9.2.2.2. Ensure timely completion of the aircraft flow schedule.

A9.2.2.3. Provide oversight as necessary to CAT W functions.

A9.2.2.4. Provide information on airfield status and MOG problems.

A9.2.2.5. Provide the CAT with contingency impacts to formal training.

A9.2.2.6. Act as liaison between the CAT and Special Missions Office.

A9.2.2.7. Provide home station, en route, and AOR/destination weather information at all CAT briefings.

A9.2.2.8. Post weather data on CAT weather board and update every four hours.

A9.2.2.9. Based on mission requirements, coordinate with HQ AFSOC CAT K and make recommendations to the CAT O concerning types of C4 Systems support required during deployment, employment, and redeployment phases.

A9.2.2.10. Brief the CAT on en route C4 systems that are available for the deployed location.

A9.2.2.11. Coordinate with HQ AFSOC and other involved agencies to determine if communications support is planned for 16 SOW forces, or if communications support being planned for other deploying forces could be used by 16 SOW.

A9.2.2.12. If additional C4 support is required, submit appropriate requests through the CAT to 16 CS for action.

A9.2.2.13. Act as executive agent and liaison with flying squadrons to ensure timely completion of aircraft flow schedules.

A9.2.2.14. Brief the CAT on aircraft flow schedule, crew alert and crew rest status/problems, en route times, aerial refueling tracks, altitude reservations, and diplomatic clearances as they become available.

A9.2.2.15. Act as liaison with flying squadron/CCs to ensure appropriate unit representation at all CATs.

Attachment 10**SAFETY (CAT SE)**

A10.1. General. This attachment outlines the Support provided by the Safety representative to the CAT and prescribes the major duties performed by the 16 SOW/SE. Safety provides representation on the CAT to assist the 16 SOW/CC in all matters related to control or elimination of the accident risk factors associated with activities conducted during exercises, emergencies, contingencies, or wartime operations involving 16 SOW forces.

A10.2. Duties and Responsibilities.

A10.2.1. The CAT SE functional manager will:

A10.2.1.1. Provide safety policy and guidance to the 16 SOW/CC and other CAT members.

A10.2.1.2. Maintain a current SE pyramid notification roster and provide the Command Post one copy.

A10.2.1.3. Maintain a current CAT SE telephone standby roster and provide a copy to the Command Post.

A10.2.1.4. Ensure each representative is properly prepared to perform CAT SE duties and is fully aware of SE policies and procedures.

A10.2.1.5. Develop and keep current a readiness action checklist to ensure staff agency capability to support 16 SOW readiness. Construct disaster response checklists as required by HFPlan 32-1.

A10.2.2. The CAT SE will:

A10.2.2.1. Act as the safety adviser to the 16 SOW/CC and provide professional guidance in identifying and evaluating specific accident potentials before personnel and equipment are exposed to unacceptable risks.

A10.2.2.2. When actively supporting the CAT, maintain a chronological log of CAT SE activities in order to provide continuity and to provide a historical account.

A10.2.2.3. When requested, brief the CAT on safety support presently available en route and at the deployment location

A10.2.2.4. Coordinate mishap investigation and reporting, as appropriate.

A10.2.2.5. Arrange for additional SE personnel assistance to the CAT, if required.

A10.2.2.6. Ensure completion of SE readiness action and disaster response checklists as required.

Attachment 11**TRANSPORTATION (CAT T)**

A11.1. General. The 16 TRNS/CC will provide the 16 SOW/CC with information and guidance on transportation matters which affect the 16 SOW mission.

A11.2. Duties and Responsibilities.

A11.2.1. The CAT T functional manager will:

A11.2.1.1. Maintain a current TRNS pyramid notification roster and provide the Command Post one copy.

A11.2.1.2. Maintain a current CAT T telephone standby roster and provide a copy to the Command Post.

A11.2.1.3. Ensure each representative is properly prepared to perform CAT T duties and is fully aware of transportation policies and procedures.

A11.2.1.4. Develop and keep current readiness action checklists to ensure capability to support 16 SOW readiness. Construct disaster response checklists as required by Hurlburt Field Plan 32-1.

A11.2.2. The CAT T will:

A11.2.2.1. Ensure completion of TRNS readiness action and disaster response checklists as required.

A11.2.2.2. Ensure required Materiel Handling Equipment and other critical vehicles do not fall below Minimum Essential Levels.

A11.2.2.3. Ensure cargo is at aircraft and loaded IAW the SOEs.

A11.2.2.4. Maintain radio contact with TRNS Ramp Coordinator (RAMPCO).

Attachment 12**PUBLIC AFFAIRS (CAT PA)**

A12.1. General. The Chief of Public Affairs (16 SOW/PA) advises the 16 SOW/CC on public affairs matters concerning the 16 SOW mission. 16 SOW/PA will maintain a 24-hour on-call public affairs representative. 16 SOW/PA representative will attend CAT updates, briefings and discussions, as required by the 16 SOW/CC.

A12.2. Duties and Responsibilities.

A12.2.1. The CAT PA functional manager will:

A12.2.1.1. Maintain a current PA pyramid notification roster and provide the Command Post one copy.

A12.2.1.2. Maintain a current CAT PA telephone standby roster and provide a copy to the Command Post.

A12.2.1.3. Ensure each representative is properly prepared to perform PA duties and is fully aware of PA policies and procedures.

A12.2.1.4. Develop PA readiness action checklists to ensure staff agency capability to support 16 SOW readiness. Construct disaster action checklists as required by Hurlburt Field Plan 32-1.

A12.2.2. The CAT PA will:

A12.2.2.1. Advise the 16 SOW/CC on public affairs guidance received from DoD, USAF, USSO-COM, and AFSOC.

A12.2.2.2. Advise 16 SOW unit commanders, and commanders of tenant units involved in or supporting 16 SOW operations, of current public affairs policy regarding Air Force Special Operations.

A12.2.2.3. When actively supporting the CAT, maintain a chronological log of CAT PA activities in order to provide continuity and to provide a historical account.

A12.2.2.4. Ensure completion of PA readiness action and disaster response checklists as required.

A12.2.2.5. Prepare, for 16 SOW/CC or CV approval, public affairs releases to the base populace and local news agencies.

A12.2.2.6. Maintain liaison with local news media and act as spokesperson for the 16 SOW using current HHQ Public Affairs guidance.

A12.2.2.7. Provide the CAT with information on all local/national media inquiries.

Attachment 13**LOGISTICS PLANS (CAT LX)**

A13.1. General. This attachment outlines the support provided by Logistics Plans (LGLX) to the CAT and prescribes the major duties performed by the Logistics Plans/Installation Deployment Officer (CAT LX). The Installation Deployment Officer (IDO) acts as the 16 SOW/CC's executive agent to control and direct all deployment activities in support of war, contingency, and other operations plans which task 16 SOW units.

A13.2. Duties and Responsibilities.

A13.2.1. The Installation Deployment Officer (IDO)(16 LSS/LGLX) will:

A13.2.1.1. Develop and publish a base deployment plan to support 16 SOW readiness, construct disaster response checklists as required by Hurlburt Field Plan 32-1, and develop schedules of events for deployment activities.

A13.2.1.2. Ensure accomplishment of the items in the Base Deployment Plan, Deployment Schedule of Events, and disaster response checklists as required.

A13.2.1.3. Maintain a current LGLX pyramid notification roster and provide one copy to the Command Post.

A13.2.2. The IDO will :

A13.2.2.1. Be familiar with this OI and have a working knowledge of the associated regulations pertaining to CAT procedures.

A13.2.2.2. Provide specialized logistics plans staff expertise to the CAT.

A13.2.2.3. Provide inputs during the preparation of CAT briefings.

A13.2.2.4. Monitor and approve any changes to Time-Phased Force and Deployment Data (TPFDD) concerning 16 SOW forces.

A13.2.2.5. Brief the CAT on USSOCOM and AFSOC deployment requirements to comply with headquarters directed actions.

A13.2.2.6. Provide tasking information to the Deployment Processing Unit (DPU) and Personnel Readiness Unit (PRU) for deployment of Hurlburt personnel.

A13.2.2.7. Review all plans which could be implemented if the contingency situation were to escalate.

A13.2.2.8. Brief to the CAT of all 16 SOW resources tasked in any CONPLANs or OPLANs referred to in warning, planning, or execution orders received by the CAT.

Attachment 14**STAFF JUDGE ADVOCATE (CAT J)**

A14.1. General. The 16 SOW/JA will provide the 16 SOW/CC with information and guidance on legal matters which affect the 16 SOW mission. These include, but are not limited to the following: Rules of Engagement, Law of Armed Conflict, legal issues pertaining to deployed and deploying forces, international law, legal issues relating to claims and military justice.

A14.2. Duties and Responsibilities.

A14.2.1. The CAT J functional manager will:

A14.2.1.1. Maintain a current JA pyramid notification roster and provide one copy to the Command Post.

A14.2.1.2. Maintain a current CAT J telephone standby roster and provide a copy to the Command Post.

A14.2.1.3. Ensure each representative is properly prepared to perform CAT J duties and is fully aware of JA policies and procedures.

A14.2.1.4. Develop JA readiness action checklists to ensure staff agency capability to support 16 SOW readiness. Construct disaster response checklists as required by Hurlburt Field Plan 32-1.

A14.2.2. The CAT J will:

A14.2.2.1. Ensure completion of JA readiness action and disaster response checklists as required.

A14.2.2.2. Be prepared to brief the CAT on legal issues as required.

Attachment 15**C4 SYSTEMS (CAT C)**

A15.1. General. The 16th Communications Squadron representative to the CAT (CAT C) will assist the CAT E in all matters related to communications concepts, operations, and responses required to support exercises, contingencies, and other operations of the 16 SOW. The CAT C will provide expertise to the CAT on communications equipment and deployment requirements.

A15.2. Duties and responsibilities.

A15.2.1. The CAT C functional manager (16 CS/CC) will:

A15.2.1.1. Develop a CS readiness action checklist to assure capability to support 16 SOW readiness. Construct disaster response checklists as required by Hurlburt Field Plan 32-1.

A15.2.1.2. Maintain a current CS pyramid notification roster and provide one copy to the Command Post.

A15.2.1.3. Maintain a current CAT C telephone standby roster and provide one copy to the Command Post.

A15.2.1.4. Ensure that each CAT C is properly prepared to perform the duties and is fully aware of communications policies and procedures.

A15.2.2. The CAT C will:

A15.2.2.1. Be familiar with this directive, and have a working knowledge of the associated regulations pertaining to CAT procedures.

A15.2.2.2. Provide communications systems staff expertise to the CAT.

A15.2.2.3. Assure completion of CS readiness action and disaster response checklists when required.

Attachment 16

SECURITY FORCES (CAT SF)

A16.1. General. The 16 SFS/CC will provide the 16 SOW/CC with information and guidance on Security Forces matters which affect the 16 SOW mission.

A16.2. Duties and Responsibilities.

A16.2.1. The CAT SF functional manager (16 SFS/CC) will:

A16.2.1.1. Maintain a current SF pyramid notification roster and provide the Command Post one copy.

A16.2.1.2. Maintain a current CAT SF telephone standby roster and provide a copy to the Command Post.

A16.2.1.3. Ensure each representative is properly prepared to perform CAT SF duties and is fully aware of SF policies and procedures.

A16.2.1.4. Develop and keep a current SF readiness action checklist to ensure capability to support 16 SOW readiness. Construct disaster response checklists as required by Hurlburt Field Plan 32-1.

A16.2.2. The CAT SF will:

A16.2.2.1. Ensure completion of SF readiness action and disaster response checklists as required.

A16.2.2.2. Recommend appropriate changes, and the timing of those changes, in security measures for the base.

Attachment 17**OPERATIONS PLANS (CAT XP)**

A17.1. General. This attachment outlines the support provided by Operations Plans (16 OSS/DOXP) to the CAT and prescribes the major duties performed by the Operations Plans Officer (XP). The XP is charged with maintenance of theater conventional OPLANs and will provide expertise to the 16 SOW/CC on issues concerning deliberate and crisis action planning.

A17.2. Duties and Responsibilities.

A17.2.1. The DOXP functional manager will:

A17.2.1.1. Maintain a current 16 OSS/DOXP pyramid notification roster and provide the Command Post one copy.

A17.2.1.2. Maintain a current XP CAT representative telephone standby roster and provide a copy to the Command Post.

A17.2.1.3. Ensure each representative is properly prepared to perform Cat duties and is fully aware of Operations Plans policies, procedures and issues.

A17.2.1.4. Develop and keep current readiness action checklists to ensure capability to support 16 SOW readiness. Construct disaster response checklists as required by Hurlburt Field Plan 32-1.

A17.2.2. The XP CAT representative will:

A17.2.2.1. Provide specialized operations plans staff expertise to the CAT.

A17.2.2.2. Brief the CAT on USSOCOM and AFSOC OPLAN requirements referred to in warning, planning or execution orders received, to comply with headquarters directed actions.

A17.2.2.3. Review all plans which could be implemented if the contingency situation were to escalate.

Attachment 18

AFOSI

A18.1. General. AFOSI Det. 309 will provide the 16 SOW/CC with information and guidance on matters concerning anti-terrorism and force protection.

A18.2. Duties and Responsibilities.

A18.2.1. The AFOSI CAT functional manager will:

A18.2.1.1. Maintain a current AFOSI pyramid notification roster and provide the Command Post at least one copy.

A18.2.1.2. Maintain a current AFOSI telephone standby roster and provide a copy to the Command Post.

A18.2.1.3. Ensure each representative is properly prepared to perform CAT representative duties.

A18.2.2. The AFOSI CAT representative will:

A18.2.2.1. Provide expertise to the 16 SOW/CC on the issues of anti-terrorism and force protection.

A18.2.2.2. Prepare anti-terrorism/force protection briefings for the CAT or other agencies as tasked by the 16 SOW/CC.

Attachment 19

CAT ROOM SCHEMATIC

Figure A19.1. CAT Schematic.

